



DEPARTMENT OF THE ARMY
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
UNIT 29351
APO AE 09014-9351

AEAGF-C

6 May 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Management Controls in USAREUR

This memorandum expires in 1 year.

1. Management controls are the rules, methods, and procedures we use to ensure that what should happen does happen, and what should not happen does not, in our daily operations. These controls also assure our leaders and the American people that our resources—Soldiers, civilians, property, and dollars—are used and accounted for properly. To obtain the resources necessary to maintain the command, we share responsibility for convincing Congress that we are good stewards of the public's tax dollars. Effective management controls are essential to gaining and maintaining the trust of the people we serve, protect, and defend.

2. The USAREUR management-control process ensures the periodic evaluation of our most critical controls. The management-control process also provides a means for disclosing any shortcomings we detect. The process involves assessing safety operations, safeguarding resources, complying with laws and policy, and using resources efficiently and effectively. The process also helps identify vulnerabilities and minimize risks. Commanders and managers at all levels must understand and use the management-control process to improve stewardship of physical, sensitive, and financial assets.

3. Management controls are not an end in themselves, but are a means to an end: mission accomplishment. Your leadership emphasis on management controls is critical, especially given the demands of current operations outside of Europe's borders. The USAREUR G8 recently published guidance for the Fiscal Year 2005 Management Control Process Annual Statement of Assurance. I need your help to ensure we have a management-control process that improves and is integrated into daily business practices and operations. Management controls are a leadership responsibility and an essential part of being prudent stewards of our limited resources.

FOR THE COMMANDER:

WALTER WOJDAKOWSKI

Major General, GS

Acting Deputy Commanding General/
Chief of Staff

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